Required Attendees:

EM: Executive Manager  
Chief Executive Officer or President

EMT: Executive Management Team  
MR: Management Representative  
D: Detailing Management  
P: Purchasing Management  
O: Fabrication or Operations Management  
QA: Quality Assurance Management  
QC: Quality Control Management

***Part I***

The first part of this sample agenda may help you to plan and assemble the resources needed to conduct a management review of the Quality Management System (QMS). Use the matrix to establish a schedule for each item that will be covered in the review. Each item needs to be covered at least once per year (you may want a greater frequency for some items), but there is no requirement that they be considered at the same time.

Work to decrease the connection between the management review of your Quality Management System and periodic production meetings. Instead try to increase the connection to the review of your Business Management System. For more information about planning, conducting, and getting the most value from your QMS management review, refer to the Quality Corner article, “Management Review – A process not an event,” by L. Martof, in the October 2006 issue of *Modern Steel Construction.*

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Agenda Item**  **(establish schedule - each item not less than once per year)** | **Owner** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **Jun** | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** |
| Quality Policy | EM | x |  |  |  |  |  |  |  |  |  |  |  |
| Quality Objectives & Goals | EM | x |  |  |  |  |  |  |  |  |  |  |  |
| Audit Results – Internal/AISC | MR |  |  |  |  |  |  | x |  |  |  |  |  |
| Training and level of qualification of personnel | MR |  |  |  |  |  |  |  |  |  |  | x |  |
| Corrective action activity (AISC 205-11) | MR |  |  |  |  |  |  |  |  |  |  | x |  |
| Channels for communication to address / resolve quality issues including customer complaints | MR |  |  |  |  |  |  |  |  |  |  | x |  |
| Effectiveness of means, methods, and practices. (AISC 420-10) | MR |  |  |  |  |  |  |  |  |  |  | x |  |
| Customer Feedback | MR | x |  |  |  |  |  | x |  |  |  |  |  |
| Process Performance | O |  |  |  | x |  |  |  |  |  | x |  |  |
| Product Nonconformance | QC |  | x |  |  |  |  |  | x |  |  |  |  |
| Previous Management Reviews | MR | x |  |  |  |  |  |  |  |  |  |  |  |
| QMS Effectiveness & Improvement | QA |  | x |  |  |  |  |  | x |  |  |  |  |
| Product Quality Improvement | QA |  | x |  |  |  |  |  | x |  |  |  |  |
| Resource Needs | EM |  |  |  | x |  |  |  |  |  | x |  |  |

***Part II***

Consider using the samples on the following pages if you haven’t already established a means for conducting your meeting(s) and recording the outcome for each item in your management review.

**Quality Policy**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Quality Policy  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Revised policy language | ❑ | | |

**Quality Objective and Goals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Quality Goals  ❑ Goal achievement records  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Revised goals and measures | ❑ | | |

**Audit Results – Internal/AISC**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Internal audit reports  ❑ AISC audit reports  ❑ Responses to AISC Corrective Action Requests  ❑ Third-party inspection reports  ❑ Subcontractor and Supplier audits and performance records  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |

**Training and level of qualification of personnel**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Training Records  ❑ Project Requirements  ❑ Industry Normative Requirements  ❑ AISC Certification Requirements  ❑ Employee retention data | | |
| Required resource persons: | ❑ Executive Manager  ❑ Executive Management Team | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |

**Corrective action activity (AISC 205-11)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Internal Audit  ❑ External Audit  ❑ Corrective Actions  ❑ Corrective action implementation data | | |
| Required resource persons: | ❑ Production leadpersons  ❑ QA leadpersons | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Channels for communication to address / resolve quality issues including customer complaints**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑Nonconformance reports  ❑ Customer feedback  ❑ Corrective measure data  ❑ Shop and erection drawing error reports  ❑ Corrective action implementation data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ QA leadpersons  ❑ QC leadpersons | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Effectiveness of means, methods, and practices. (AISC 420-10)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Management review meeting minutes  ❑ Nonconformance records  ❑ Improper disposition of nonconformances  ❑ AISC issued Corrective actions not closed in time  ❑ Failure to conduct management review or other meetings  ❑ Shipping delays | | |
| Required resource persons: | ❑ | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Customer Feedback**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Customer surveys  ❑ Field complaints  ❑ New and lost customer data  ❑ Awards, letters of recognition  ❑ Employee retention data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ Project managers  ❑ Sales manager | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |

**Process Performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Delivery records  ❑ Cost/profit targets  ❑ Project schedule records  ❑ Corrective action implementation data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ Production leadpersons  ❑ QA leadpersons | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Product Nonconformance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Assembly inspection records  ❑ Nonconformance reports  ❑ Field fix data  ❑ Error trends  ❑ Corrective measure data  ❑ Shop and erection drawing error reports  ❑ Corrective action implementation data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ QA leadpersons  ❑ QC leadpersons | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Previous Management Reviews**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Management review meeting minutes  ❑ Decision and action item implementation data  ❑ Corrective action implementation data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
| Requests for special audits | ❑ | | |

**Quality Management System (QMS) Effectiveness & Improvement**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Quality Manual  ❑ Quality Procedures  ❑ Corrective action implementation records  ❑ Cost/profit target data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ QA leadpersons | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |

**Product Quality Improvement**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Customer surveys  ❑ Customer suggestions  ❑ Nonconformance data  ❑ Field fix and warranty data  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ Project managers  ❑ Sales managers | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |

**Resource Needs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Input** | Agenda item leader: | ❑ | | |
| Meeting place and time: | ❑ | | |
| Required attendees: | ❑ Executive Manager  ❑ Executive Management Team | | |
| Required resources: | ❑ Corrective action implementation data  ❑ Nonconformance reports  ❑ Cost/profit target information  ❑ Training records  ❑ Previous agenda item meeting minutes | | |
| Required resource persons: | ❑ Project managers  ❑ Sales manager | | |
| **Analysis** | **discussion topic** | **decision or action** | **due date timeline** | **responsibility** |
|  |  |  |  |
| **Output** | Attendee list | ❑ | | |
| Meeting date and time | ❑ | | |
| Meeting discussion record | ❑ | | |
| Decisions and action items | ❑ | | |
|  |  | | |